SPACE CENTER
Roundup

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STS-109 Mission Specialist Mike Massimino waves to crewmates on the other side of the aft flight deck windows on Space Shuttle *Columbia*, while standing on the end of the Remote Manipulator System arm in the shuttle's cargo bay. During this March 5 spacewalk, Massimino and Mission Specialist Jim Newman replaced the port solar array on the Hubble Space Telescope, partially visible in the background. STS-109 was just one of many events in a busy, successful year.
Read more in the 2002 Year in Review on pages 4 and 5.

'A New Age of Opportunity'

By Mike Mott, Vice President & General Manager, NASA Systems, The Boeing Company

In the spirit of One NASA, the guest columnist section will now provide messages from both JSC management and JSC contractor leadership. Columns from the contractor community will be featured throughout the year.

America's space program does great things – it goes beyond the known and explores the unknown. It offers the next generation hope, inspiration and opportunity. The NASA vision, "to improve life here; to extend life there; and, to find life beyond," and its mission, "to understand and protect our home planet, to explore the universe and search for life, to inspire the next generation of explorers…as only NASA can," will build upon this great legacy.

Together NASA, Johnson Space Center and the industry team just completed another hall of fame year: five highly successful space shuttle missions, including deployment of the International Space Station truss segments, installation of the mobile transporter, continued human presence in space for over two years, and a Hubble Space Telescope servicing mission.

One of the reasons ISS is so critically important is that it establishes the basis for broad-sweeping international partnerships needed to tackle future human space missions consistent with NASA Administrator Sean O'Keefe's vision. It is also another reason why world-class science that engages all the ISS international partners and leverages their investment in ISS must be retained as a key program objective.

ISS international cooperation is breaking down the barriers we have to overcome to push back the space frontier. We sometimes forget the significance of this achievement. It will take 88 missions to space to assemble and outfit ISS, launching 100 major components on NASA's space shuttle and Russian launch vehicles. This is a truly global project involving the scientific and technological resources of 16 countries and the efforts of more than 100,000 people throughout the world in the largest peacetime joint effort in history.

Think about it – on the first assembly mission, two pieces of flight hardware that had never been closer together than 10,000 miles on Earth rendezvous and dock 250 miles in orbit. Then the light switch is turned on and it works. This is a real credit to NASA's leadership, the international partners and the contractors working on this historic program.

Consider the space shuttle – 20 years old and going strong. What a fantastic flying machine: a human-rated rocket ship for eight and a half minutes; a spacecraft for up to two weeks capable of rendezvous, docking and assembling large structures, supporting space walks, satellite retrieval and repair, and just about any other mission imaginable; then a hypersonic reentry vehicle for about an hour; and finally a piloted glider for five minutes. Now, that is impressive, and we make it look easy.

Hardware and software systems and technologies – such as the Orbital Space Plane and the Nuclear Systems Initiative – that will bring NASA's vision to life will result from a genuine national commitment that is more focused on achieving results, and less concerned about claiming credit.

We now look to 2003 and the years ahead as the potential start of a new age of opportunity for human space exploration, where the quality of life around the globe can be substantially improved through down-to-earth applications of space-based research and technologies.

To start, there are six space shuttle missions set for 2003 – five of which support ISS. STS-107 is a 16-day science mission using a SPACEHAB module. Future shuttle-ISS missions will support assembly of additional truss segments, carry the Expedition 7 and 8 crews, and include solar array electrical power hardware.

It's an exciting manifest that will require attention to detail to ensure flight safety and mission success. It's only a beginning, however. What is to follow will build on the legacy of the past and open the door to a future of scientific discovery and human exploration beyond low Earth orbit.

Our future is full of tremendous promise and potential. We certainly plan to be right in the thick of things as we are today and have been in the past. We are confident that our colleagues at JSC and NASA will continue to exercise leadership matched by technical brilliance to help chart a future course and secure a rich destiny for our nation and the world in space. We look forward to the journey. ❖

The views expressed in this guest column do not necessarily reflect the policies or views of NASA or JSC Management.

FROM THE DESK OF LT. GEN. JEFFERSON D. HOWELL JR.

READY! SET! GO!!

A quick glance at 2002 confirms that the JSC team has a lot to be proud of. Your support of five very successful shuttle missions was superb. Ditto for the support of the ISS and its Expedition crews! You continued making advances in biomedical and astromaterial research as well as human-robotic interface. You retained your VPP Star. You helped make the World Space Congress a smashing success. You hosted several important conferences, foreign dignitaries and heads of state. All of this was done in superior fashion (I have the letters of thanks to prove it!) and at a time when you were adjusting to a new NASA Administrator and putting up with a new Center Director. In summary, WELL DONE!

But now I must remind us of the curse of human spaceflight: "You are only as good as you are today!" All the wonderful things you accomplished last year, along with two bucks, will get you a cup of coffee. My point is that we cannot rest on our laurels. We can't look back. We must look forward and be on the top of our game from the get-go.

This year is going to be incredibly challenging for the entire NASA team and JSC in particular. Mr. O'Keefe has declared that we will have the U.S. portion of the ISS core completed during February of 2004. Getting this accomplished as stated will have a significant impact on NASA's future pursuits, budgets and our relations with our national leadership as well as our international partners. The assembly missions scheduled this year will have to go on time and without a hitch, and oh, by the way, they are more complex than any missions we have done in the past.

It's going to take an extraordinary effort by the entire spaceflight team to meet this challenge successfully. We at JSC must lead the way in professional excellence and paying attention to detail. It's going to take every member of the team giving your very best effort as well as your full cooperation with your teammates. I know that you will come through with flying colors just as you have in the past.

LET'S GO FOR IT!!!

"**One NASA is an effort to** foster greater collaboration across the Agency. It was begun by NASA employees and is fully backed by NASA leadership. One NASA's focus is cultural change. Other ongoing initiatives, such as the Integrated Financial Management Plan and Freedom to Manage, complement One NASA by promoting common business practices."

– from the One NASA Web site, www.onenasa.nasa.gov

Page 3 contains a poster to help you familiarize yourself with the One NASA goals of cooperation and communication.

One NASA

One team, optimally applying many unique capabilities to the pursuit of one shared vision.

Why One NASA?

- To better utilize the limited, existing talent within the Agency
- To build on what is unique and "value added" from each Center for the good of the whole
- To minimize the duplication of effort that takes money from our programs and infrastructure
- To increase our credibility with the public
- To increase the level of trust and teamwork within the Agency

One NASA is:

- Working together: collaboration
- Working efficiently: standardizations that free up funding for science, research and engineering
- Being aligned with our vision and mission: doing the things that only NASA can
- Teamwork and cultural change

One NASA is NOT:

- Closing facilities or divesting from capabilities
- Workforce reductions
- The end of healthy competition for innovative ideas
- About giving you all the answers

One NASA was initiated by the employees of previous developmental classes. NASA's leadership fully endorses the efforts to date and supports **One NASA** . Upcoming activities include: collecting information from employees about their perspectives on **One NASA**; integrating that information with other data into a set of recommendations for action; and integrating the **One NASA** effort with other change initiatives.

We need your help in shaping **One NASA**. Find out more about **One NASA** and provide feedback by visiting www.onenasa.nasa.gov.

Photo credit: Space Telescope Science Institute